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OIT/TRIS
LOGGED

25 MAR 1988

OIT-7206-88

17 MAR 1988

MEMORANDUM FOR: Director, Office of Security

FROM: Edward J. Maloney, Director
Office of Information Technology

SUBJECT: Decentralized ADP Support for Office of Security

REFERENCE: OIT 1081-86, dated 2 January 1987

1. Attached is a Memorandum of Agreement (MOA) which, once formalized, will obligate the Office of Information Technology (OIT) to provide decentralized data processing support to the Office of Security (OS). The terms of this agreement have been discussed among our respective staffs. We propose to establish a Dispersed Office Support (DOS) unit under your management co-located with your personnel. The DOS unit would provide software development, software maintenance, technical guidance, and office-wide ADP planning to your Office. Providing these activities on a decentralized basis will help ensure that OIT activities are responsive to your priorities.

2. In order to provide you with the proposed service, we will create a DOS unit of eight OIT personnel and a number of your personnel who are directly involved in developing and maintaining OS systems. We will, over time, provide eight OIT personnel on a rotational basis, manage the team, and provide career management for the personnel involved. Tasking and day-to-day priorities would be provided by OS managers.

3. OIT cannot by itself staff up to your requirements. Therefore, we request that you provide two of the four slots required, in addition to the four OS slots already provided for OIT personnel. Details of this proposal can be found in the attached MOA.

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SUBJECT: Decentralized ADP Support for Office of Security

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4. We look forward to working with you in addressing the data processing needs of OS. [redacted] Chief, Career Management Staff, Development Group, OIT, is responsible for administering this MOA. Please contact [redacted] with any questions you may have.

[redacted]
for
Edward J. Maloney

Attachment:
Memorandum of Agreement

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C/CMS/DG/OIT [redacted] (14 Mar 87)

Distribution:

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16 March 1988

MEMORANDUM OF AGREEMENT

Between

The Offices of Security and Information Technology

for

Dispersed Office Support

1. BACKGROUND

The Office of Information Technology (OIT) and the Office of Security (OS) are jointly involved in the development and support of Automated Data Processing (ADP) systems whose success is crucial to Agency operations. This Memorandum of Agreement (MOA) recognizes the importance of a smooth working relationship between OS and OIT, and establishes an OIT Dispersed Office Support (DOS) unit within OS. The purposes of the DOS unit are to provide timely ADP services to OS; to ensure these services are responsive to the priorities of senior OS management; to foster good communications between system implementors and OS customers; to greatly enhance the implementors' understanding and knowledge of customer activities; and to provide for customer visibility into the system development and maintenance process.

2. AUTHORITY AND IMPLEMENTATION DATE

The approving signatures affixed to this MOA shall constitute its authority. The OIT DOS unit shall be constituted and formally begin operations within thirty days of the latest approving signature date. This MOA can be changed with the approval of both offices and shall remain in effect until formally rescinded by either of the two offices.

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3. TERMS OF THE AGREEMENT

OIT and OS jointly agree that an OIT DOS unit shall be established within OS during the implementation period of this MOA. The terms of this agreement are as follows:

- 3.a. The DOS unit shall be comprised in a single organizational component within OS. It shall be composed of OIT careerists, OS careerists, and OS ADP contractors.
- 3.b. OIT shall manage the staff and contract personnel assigned to the DOS unit. OIT shall designate a member of the DOS unit to serve as its on-site manager.
- 3.c. The DOS unit manager shall report in OS to the Chief, Administrative Staff/OS.
- 3.d. The DOS manager or his/her designee shall write or review the annual Performance Appraisal Reports (PARs) for the DOS unit staff members with the following caveat: each employee's PAR must have either the primary or reviewing comments written by a manager from that employee's own career service. The DOS unit manager's PAR shall be written by appropriate OS management and reviewed by Chief, Development Group (DG), OIT. The Chief, Development Group, OIT shall review the DOS unit manager's performance with respect to adherence to OIT development standards, policies, and practices.
- 3.e. D/OS shall have the right to interview and approve the individual recommended by OIT for the DOS unit manager position. OIT shall nominate individuals to fill all MZ personnel assignments to the unit subject to D/OS concurrence; OS shall make any additional MS assignments to the unit as appropriate.
- 3.f. The OIT DOS unit will consist of eight positions, four of which currently exist in the Office of Security. Two of the remaining four positions will be provided by OS and converted to MZ positions. OIT shall provide the other two positions. Positions provided by OS shall have an appropriate to-be-negotiated grade level distribution. These eight MZ positions shall be on the Table of Organization of OS. Upon termination of this MOA the positions referenced in Appendixes 2 and 3 will revert back to their respective offices. See Appendixes 2 & 3.
- 3.g. OIT shall be responsible for staffing the DOS unit with eight MZ personnel. Personnel assigned to the DOS unit will have an appropriate mix of ADP skills and experience. OIT personnel shall be assigned to the DOS unit for a tour of duty of at least 18 months. The staffing level for the DOS effort shall be reviewed at least annually by OS and OIT. Mutually agreeable adjustments to the level of effort may be made following the annual review. Should OS desire to increase the number of MZ personnel in the DOS unit, it shall provide the required personnel positions and convert them to MZ. In the event that this unit is disbanded at

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- 3.h. All development and maintenance required by OS except for selected corporate and field applications will be done by the DOS unit.
- 3.i. For each new corporate or field project OS and OIT will jointly decide whether that effort would be best performed by the DOS team or through central OIT services outside the DOS unit.
- 3.j. The existing OIT/DG rotational program in OS will be eliminated. As a transitional vehicle, all existing DG rotational agreements will be honored as part of the DOS program.
- 3.k. The OIT DOS unit manager shall be responsible for managing the resources of the unit to maximize the responsiveness and quality of ADP services to OS. He/she shall review all requests for work, and shall provide formal estimates for accomplishing the work, along with recommended alternatives, if any. The final decision for work priority and approval shall reside with OS.
- 3.l. OS shall be responsible for funding any ADP equipment, software, and contractors required to accomplish the work of the DOS unit. The OIT DOS unit manager shall assist OS in budget formulation by preparing estimates and cost justifications for DOS efforts.
- 3.m. OS may designate the DOS unit manager as either the OS ADP Control Officer, or as his/her alternate. OS shall use the DOS unit manager as the focal point for identifying and coordinating ADP or communications activities which can reasonably be expected to affect the OIT services network.

4. OS RESPONSIBILITIES

In addition to other responsibilities defined in this MOA, OS shall:

- 4.a. Establish a mechanism for reviewing, screening, selecting, and prioritizing ADP requirements which OS provides to the DOS unit.
- 4.b. Define the functional requirements, participate in reviews and conduct formal acceptance tests for DOS unit deliverables where appropriate.
- 4.c. Fund appropriate ADP training for all personnel assigned to the DOS unit.
- 4.d. Provide the DOS unit personnel with working space, clerical support, and ready access to an adequate number of computer terminals, personal computers, and printers. For maximum efficiency the DOS unit shall be co-located in OS.

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5. DOS UNIT RESPONSIBILITIES

In addition to other responsibilities defined in this MOA, the DOS unit shall:

- 5.a. Develop and maintain, under the direction of OS, an OS ADP strategic plan.
- 5.b. Establish a mechanism for responding to the OS's ADP requests with formal estimates and alternatives.
- 5.c. Develop, enhance, maintain, and support, according to OIT standards, new ADP systems in response to the priorities and requests of OS.
- 5.d. Perform maintenance and make enhancements as directed by OS to all projects or systems defined in Appendix 1.
- 5.e. Function as the on-site project manager for DOS contractor support including software procurement and development.
- 5.f. Provide on-site ADP consulting and assistance to OS personnel.

6. OIT/DG CENTRAL SERVICES

OIT/DG will continue to centrally:

- 6.a. Manage the careers for all OIT DOS unit staff personnel.
- 6.b. Manage the Directorate of Administration's Corporate Data Program. This function will include: Corporate Data planning and the establishment of the Corporate Data architecture; definition and enforcement of standards, procedures, and guidelines for Integrated Database Management System/Relational (IDMS/R) project development; provision of Data Base Administration (DBA) support to IDMS/R project developers; maintenance of the IDMS/R Integrated Data Dictionary; and Corporate project development, as appropriate.
- 6.c. Establish and enforce system development standards, guidelines, and methodologies.
- 6.d. Through a senior technical OIT/DG review panel, ensure that all development efforts including those managed by the DOS unit, comply with applicable standards for architecture and development, unless otherwise exempted.

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7. OIT CENTRAL SERVICES

OIT will continue to centrally:

7.a. Define the architecture and install and maintain Agency-wide communications and computing systems.

7.b. Define the primary Agency architecture for field computing.

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CONCUR:

[Redacted Signature Box]

Director, Office of Security

22 MAR 1988

Date

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[Redacted Signature Box]

Director, Office of Information Technology

18 MAR 1988

Date

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OIT 1081-86
02 JAN 1987

MEMORANDUM FOR: Deputy Director for Administration

FROM: Edward J. Maloney
Director of Information Technology

SUBJECT: ADP Support to DA Offices

Summary

1. This memorandum proposes a realignment of Directorate resources that will place ADP specialists from OIT under the direct management of DA customer offices. I believe such action will improve significantly the quality of ADP support to the Directorate. This decentralization is in line with trends in industry, where corporate customers manage the ADP systems development and support for their own activities under the technical guidance and standards of the central Management Information Systems organization.

Background

2. It is hardly news that the DA is dependent on ADP systems. Systems such as FRS, GAS, CONIF, etc. are the lifeblood of the Directorate and, in turn, of other Agency managers. Historically, the people whose job it is to manage these and other important information processing tools have not had direct and frequent contact with the people who depend on these tools. According to studies published by Gartner Group and other industry observers, such overcentralization of MIS resources increasingly is being recognized as inappropriate in both the private sector and government.

3. This tendency has led customer components to fill gaps in important MIS requirements by acquiring their own ADP personnel. The attachment provides estimates of total DA resources applied to DA ADP support. In the aggregate, there are over [] staff and [] contractor personnel supporting the Directorate. These ADP specialists are involved in development, maintenance, enhancement, and production support (batch systems). They are split between OIT and other DA offices. There is very little logic behind the split of resources; the inevitable result of an ad hoc process which has evolved over the years.

4. Functionally similar ADP activities are performed by OIT in support of its DA customers and by the DA customers themselves. Frequently these activities are poorly coordinated and unplanned. Certainly, no Directorate-wide or joint planning takes place. In fact, I am not aware of a single office ADP plan and definitely not one that spans both OIT and a

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customer office. The result of this lack of coordination is a loss of focus, a difficulty for you, the DDA, in asserting your priorities. The bottom line is lost opportunities. The DA must apply technology to the solution of pressing Agency problems. The existing confused organizational situation frustrates that important goal.

5. While we in the Directorate have sometimes worked at cross-purposes on ADP support, the demand for ADP services has continued to expand. Legislative and operational requirements change at an ever-increasing rate. This, in turn, generates a nearly insatiable workload for maintenance and enhancement of existing systems. Simultaneously, while OIT and its DA customers are taking steps to upgrade existing systems, the next generation of ADP systems is under development. OIT's approach to the latter task has been the Corporate Data Program, an effort to consolidate and integrate the Agency's administrative data. The major tasks of development of a new data environment and the maintenance and enhancement of current systems have led to a situation where our DA customers are frustrated by our lack of progress on their problems. In short, ADP organization in the Directorate needs to be rationalized if we are to develop, maintain, and support systems that meet Directorate goals and customer requirements. This memorandum proposes an approach, for your consideration, that will position the Directorate for the 1990s.

The Proposal

6. What we are proposing is the decentralization of existing OIT support and development resources to the DA offices with two critical program exceptions: the Corporate Data effort and DA systems development and support for both the foreign and domestic fields. Our decentralization proposal puts under customer control MZ careerists and contractors currently performing the following functions: maintenance and enhancement of existing DA systems; development of non-corporate Headquarters systems; and production services for DA systems (i.e., batch systems administration). This team would be under local office management for everything but the careers of the OIT assignees.

7. The reassigned OIT personnel would form the nucleus of an ADP component of the DA office. This component would include OIT development and production specialists currently in MISG/OIT and GOG/OIT respectively, OIT rotationals currently assigned to the customer office, and customer ADP specialists. The manager of the team would be an OIT careerist. This will ensure a strong linkage between OIT and the DA customer office. The decentralized team approach will permit DA offices to directly manage the resources committed to the support of their information systems. The first charge of the MZ manager would be the development of a component ADP strategic plan. OIT, in turn, would have the responsibility to coordinate the component plans and to prepare an overall Directorate plan.

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8. At the same time, OIT would have as its charter management of the Corporate Data Program and DA foreign and domestic field development and support activities. These programs must be managed centrally if they are to succeed. Corporate data must be administered by a central group to avoid incompatibility and redundancy. Similarly, the complexity and constraints of the field environment require a single program manager if our efforts are to be effective. With respect to career development and as a long-term goal, I also recommend you consider incorporation of all DA ADP specialist personnel into the MZ Career Service. This will provide them with the career paths and opportunities necessary for their development and retention.

The Benefits

9. Under this proposal, Directorate-level goal setting for information systems would be simplified. The crisper organizational structure would improve implementation of both Directorate and component plans. DA offices would have more immediate control of the resources supporting their systems. They would determine local priorities and approaches. ADP specialists would be closer to the customer and would, I believe, have a better understanding of requirements. In order to facilitate a fully coordinated Directorate-wide ADP program, OIT will provide technical guidance, standards, and training, as well as acting as the focal point for Directorate planning. These activities will ensure that the Directorate systems are developed in a uniform manner and play together to the extent necessary. Retention of MZ Career Service status will permit full career development possibilities for OIT staffers assigned to a DA customer office. MZers would receive the typical benefits of the rotational program. They would be "closer to the action" and develop a better understanding of customer problems as well as the external focus essential to a service organization. This rotational experience will enrich their Agency careers and serve as an excellent preparation for future assignments.

The Risks

10. We recognize that this is a bold initiative, but we judge the risks to be small. Customer support can only improve with dedicated resources under local control. There will be some additional costs, as the efficiencies of sharing centralized ADP personnel will be traded for more effective support to DA offices. Other types of resource sharing may, however, be facilitated in this new environment. For example, production specialists may assume more of the system maintenance burden than is possible under the existing organizational framework. We propose to implement a proactive standards and coordination program to ensure that existing and enhanced DA systems continue to fit together harmoniously. Furthermore, Corporate Data Program planning will be enhanced to ensure a smooth transition between existing systems and

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future systems. We will also begin an aggressive program, working closely with DA offices, to define an architecture and begin implementation of an integrated DA ADP systems environment in both the foreign and domestic fields.

The Implementation

11. If this proposal is accepted, we will work with DA customer offices to develop specifics on the transfer of resources. OIT will transfer a negotiated number of staff and contractor resources currently targeted on DA systems (see attachment). The staff positions transferred to components will be designated as MZ positions. OIT will commit to keeping these positions filled with fully-qualified personnel. The remainder of the DA-targeted OIT resources will be applied to the Corporate Data Program and foreign and domestic field systems development and support efforts. Appropriate OIT team leaders will be selected (with the concurrence of the recipient office). Ultimately, we would like to see the full component team (OITers augmented by customer personnel and contractors) housed on customer space contiguous to the majority of the component. The formation of the team and the transfer should take less than three months from the go-ahead (space will obviously be a problem).

Conclusion

12. I am excited about this program. Decentralizing development resources in the DA will be an important achievement. Directorate-wide ADP planning and resource allocation will be significantly improved. Corporate priorities will be more controlling in this new, more streamlined organizational structure. Decentralization will give DA customers more of the management control of resources that they have always wanted. I expect to see immediate improvement in customer satisfaction. The decentralized support concept is not a panacea, but I believe it will go a long way toward meeting the often-expressed concerns of our DA customers. Concomitantly, OIT management will be able to focus on the future, Corporate Data and the foreign and domestic field environments. I look forward to hearing your comments and those of my fellow Office Directors on this proposal.

STAT



Edward J. Maloney

Attachment:

As Stated

cc: DA Office Directors

Group Chiefs (OIT)

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STAT MD/OIT (31 Dec 86)

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